

PLANNING AHEAD

Notes for the Planning and Policy
Community



US Army Corps
of Engineers

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A Note from the Leader of The Planning Community of Practice

Today, on the Washington scene, the Corps water resources program is not one of the highest priorities. It has been said that we are the discretionary part of the discretionary budget. However, it is not totally forgotten - our authorization committees are working on a Water Resources Development Act bill and our appropriations committees are considering the Corps budget that was submitted last month. There is congressional interest in our five-year budget plan to shape water resources development over a longer time span. These are positive signs.

The nation still has many water resources problems that require governmental action at all levels to address. But governmental action and funding alone will not be enough as it is beyond the scope and capability of any single agency to solve these challenges. Solutions will require innovation and collaboration to stretch existing fiscal and organizational resources and capabilities. The Corps and other federal, state and local agencies must work together more closely to develop new and innovative cooperative agreements with non-governmental organizations and corporate America.

The Corps Civil Works Strategic Plan, released in March 2004, emphasizes the watershed perspective, also known as "integrated water resources management." This perspective requires thinking about water resources development and management in the context of multiple purposes to facilitate the search for comprehensive and integrated solutions. The watershed perspective encourages collaborative efforts that advocate the integration of interests in the watershed by identifying, scoping, and developing comprehensive water resources management solutions. Opportunities for public and private groups to identify and achieve common goals by unifying on-going efforts and leveraging resources are improved by this approach.

The Corps is committed to collaborating with other federal and state agencies, and the broad range of other stakeholders, to forge sustainable solutions to water problems that are technically sound, economically viable, socially acceptable and environmentally responsible.

I urge all the readers of *Planning Ahead* to take up the challenge of developing new and innovative approaches to integrated water resources management. We will report on our progress in these pages.

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Words from the Editor

Dear Readers,

Our new column, 1-900-Planner, makes its debut this month! Three questions from *Planning Ahead* readers were submitted to "the World's Greatest Planner" last month, and the long-awaited answers can be found on page 17! This section is valuable because it gives readers a way to communicate their thoughts and concerns on planning issues, and promote discussion and awareness among planners throughout the Corps. The Planning Ahead Team hopes that you will enjoy this column and it's monthly surprise responses. Please keep those questions coming in!

Also underway is our Geographic Information Systems (GIS) segment, which is introduced in this issue as well. Our featured GIS article, submitted by Bruce Lambert of the Institute for Water Resources, discusses how GIS was used to facilitate work on the Freight Analysis Framework for the Federal Highway Administration. For future issues, we would like to publish articles describing GIS projects you may be involved in that use GIS for planning or products that have been developed using GIS. It never hurts to pat yourself on the back every once in awhile, so we ask that you share with us your valuable contributions in applying GIS to Corps studies and projects.

Once again, thank you to all who contributed to the March issue of Planning Ahead. Enjoy!

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FEATURED ARTICLES

New Jersey Community Pines for Beach Season

JoAnne Castagna, Ed.D--New York District

It's below 30 degrees on a February day on Bradley Beach in New Jersey. Locals are walking their dogs along the snow covered shore, riding bicycles on the promenade and even sporting wet suits and surfing the ice cold waves.

It was obvious to a group of ear-muffled U.S. Army Corps of Engineers personnel that the residents of Bradley Beach are pining for beach season as they walked along the shore with local and state officials surveying the dune work created by the community.



Donated Christmas trees being used to create dunes on Bradley Beach. (Photo by Douglas Leite, Project Manager, USACE, New York District)

The residents are also literally pining for beach season. For the past five years they've been donating their used Christmas pine trees to the town to create dunes along the mile long Bradley Beach shoreline to maintain the sand nourishment work completed by the Corps in 2001.

The Bradley Beach shoreline had experienced erosion due to previous storms and was in need of sand nourishment. In July 1999 the U.S. Army Corps of Engineers, New York District began a sand nourishment project on Bradley Beach, in Monmouth County, NJ, as part of the Corps' Sandy Hook to Barnegat Inlet Beach Erosion Control Project.



Weeks Marine's hopper dredge Brion Lindholm pumping sand at Bradley Beach in October 1999. (Photo by Construction Division, USACE, New York District)

The Corps contracted Weeks Marine to place 3.1 million cubic yards of sand on the shore, which added over 200 feet of beach front, and to create seven groin notches and four outfall extensions.

"Dune creation was not a part of the Corps' project because they are not needed in this project area for protection because the area has a naturally high backshore. If dunes were needed the Corps certainly would have added this feature," said Lynn Bocamazo, Senior Coastal Engineer, USACE, New York District, who designed and monitored the completed beach nourishment project.

After the project was completed in January 2001, a local effort arose. The Bradley Beach residents wanted to take an additional step to protect the Corps' work, so they decided to create beach dunes. Beach dunes control beach erosion by limiting wind-blown sand loss.

"We wanted to protect the beach's promenade from future storms and give it a new look, like no other town has," said Richard Bianchi, Operating Supervisor of Public Works for Bradley Beach who designed the dune project and has been a life long resident of Bradley Beach.

"We also wanted to block out the noise for sunbathers on our beaches. The only noise that you hear now is the sound of the waves and birds." "The dunes also protect beach residents' homes and provides them a beautiful ocean front and privacy."

Bocamazo said, "Bradley Beach is not the first community along the 21-mile Sandy Hook to Barnegat Inlet Beach Erosion Control Project area to create dunes. Manasquan Beach and Monmouth Beach created dunes using fencing or dune grass, or a combination of planting and fencing. Bradley Beach is the first to use Christmas trees."

Every January, Bradley Beach residents leave their used Christmas trees, that are pine trees, on the curbside where a truck from the Bradley Beach Public Works Department picks them up.

So far an estimated 20,000 trees have been used to create a stretch of dunes, 4-9 feet high, along the mile-long ocean-front. This past holiday season an additional 3,000 trees were added.

On the beach the trees are placed on the ocean side of the dune system. They are placed on their sides where they can capture sand blowing inland from the beach and eventually form permanent dunes.

The community is designing the dune system in what is called a saw-tooth design. "Snow fences are being placed on an angle along the promenade side of the dune to support the dune system. This also makes the beach look appealing from the shore side," said Bianchi.

Dune grass is being planted on the dunes. "When the project began the town planted 50,000 plugs of dune grass on the dunes to keep the dunes anchored," said Bianchi. "We are in the process of receiving a grant for an additional 25,000 to 50,000 plugs of dune grass."

The beach dunes have proven to be successful. "The placement of Christmas trees in combination with snow fencing and dune grass has proven to be very effective in capturing windblown sand that results in the growth of the height and width of the dunes," said Bianchi.



Dunes are laid out in a saw-tooth design. (Photo by Douglas Leite, Project Manager, USACE, New York District)

The dunes have shown to be beneficial to the environment because they provide a more diverse habitat than just sand alone. "The dunes create a sanctuary for sparrows. They also attract all kinds of insects that all wild birds eat," said Bianchi.

The public also finds the dunes appealing. "Everyone is excited about the dunes. They think it is a wonderful project and they love the feeling of the beautiful dunes and scenery," said Bianchi.

Bianchi adds that the public now has a personal connection with their beach that draws 20,000 residents every beach season. "Their donated trees will be there forever. They don't rot. The residents are now a part of the beach."

Community officials are also very supportive of the project and think it's beneficial to the public. "When you walk through the dunes to get to the beach from the promenade psychologically it provides the illusion that you are leaving one world for another," said Stephen Schueler, Mayor of Bradley Beach who is a strong supporter and the financier for the project. Schueler will be funding the project till 2008, the year the dune project is expected to be completed.

It's this type of community involvement that the Corps likes to see. Bocamazo said, "A pro-active municipal public works department is a beneficial addition to any Federal or State beach erosion control project. Bradley Beach is trying to aggressively maintain the sand that was placed there and is an active participant in the project's success."

For more information about the Corps various beach erosion control projects, please contact the author at Joanne.castagna@usace.army.mil

Dr. JoAnne Castagna is a technical writer for the U.S. Army Corps of Engineers in New York City.

Partnership Agreement between Bureau of Reclamation and the US Army Corps of Engineers

Chuck Moeslien, Headquarters

The Bureau of Reclamation and the Army, through the US Army Corps of Engineers (USACE), signed a partnership agreement on February 11, 2005, to ensure effective management of the Nation's water and related land resources. Building on existing efforts, we will collaboratively identify program and project activities to support management of water supply management, dam safety, hydropower, flood damage reduction, fish and wildlife, ecosystem restoration, and recreation.

More information on this agreement can be found at: <http://www.hq.usace.army.mil/cepa/releases/burec.htm>.

National Flood Policy in the Decade After the Great Midwest Flood

Stuart Davis, Institute for Water Resources

"National Flood Policy a Decade After the 1993 Mississippi Flood" is the title of a special issue of the Journal of Contemporary Water Research and Education that has just been released by the University Council on Water Resources (UCOWR). The journal highlights activities and policy changes that have occurred in the United States since the 1993 flood roused the Nation to concern. The theme of the issue is how the Nation and its water resource stewards have responded to the challenge laid out in the Galloway Commission report, *Sharing the Challenge: Floodplain Management into the 21st Century*. Current and former Corps employees contributed heavily to the journal, which describes efforts to measure the extent of the flooding problem in the United States, performance measures for mitigation activities, new efforts into the arena of nonstructural measures, flood safety, and the emotional toll flooding can take on its victims. Federal, state, local, and private actions to come to grips with our flood problem are described, and as the Galloway Commission prescribed are all necessary for successful flood mitigation. The journal is accessible through the UCOWR website at: www.ucowr.siu.edu/updates/130/index.html

GIS Applications and Planning

Bruce Lambert, Institute for Water Resources

Last month, I suggested that Monica add a new column highlighting the role of GIS by the Corps planning community. As such, I am obligated to write the first GIS article, but hopefully others will follow....

Currently, I work as a Senior Economist at IWR, with a special focus on developing a multiport analytical model under the Navigation Economic Technologies (NETS) program. My work involves examining transportation data and linking these flows to respective infrastructure segments, for not only the waterways, but also for highways and railways. The research will include GIS components, which will allow users to spatially examine transportation corridors for planning or policy research.

Before joining the U.S. Army Corps of Engineers last summer, I served as the project manager of the Freight Analysis Framework for the Federal Highway Administration (FHWA) at U.S. Department of Transportation (DOT). While research on freight data and analysis occur on a project level, the FAF was first national study that linked transportation flows and infrastructure. By developing a database and analytical framework to examine freight related issues of geography, the FAF provided a controlled mechanism to examine two items: How the nation depended upon local geography and infrastructure, and conversely, how national and regional markets were tied together through infrastructure and freight movements. A long term forecast was developed to explore where future demands may strain the transportation system.

The FAF's initial goal was to support the reauthorization of the TEA-21 (the highway reauthorization bill), but it was quickly realized GIS supported not only policy makers at the DOT but also state and local planners. As more groups became interested in the FAF, it became important to provide some maps to understand the importance of freight beyond a series of charts and tables. State specific maps were seen as a way to bridge the gap between the heads and hearts of the audience - showing the how the Nation depended upon a state for supporting freight shipments, but also to show how interconnected the states were regarding freight movement, and incidentally, economic linkages. This led to the creation of national maps of traffic flows for every state (highway, rail and water). Of interest to Corps staff was the development of the movement of cargo to and from the nation's deep-sea ports and flows on the waterway system.

Figure 1 shows the linkages of the port traffic in Charleston, S.C., and its various flows to/from points within the United States that moved on truck. The density lines represent tons moved by truck, while the states are highlighted based on the tonnage volumes. For Charleston, the Southern Atlantic Seaboard represented the major markets served by truck shipments, but some traffic moved to the New York City area and even smaller volumes moved to/from other states. (While rail maps were considered, they were deemed proprietary and were not developed.)



Figure 1.

The second map shows estimated waterway traffic that had an origin or destination within the State of Iowa (Figure 2). As in the other maps, the blue line represents tonnage density while the state shading represents origins or destinations. These maps were developed to highlight how the various modes (highway, rail, and water) supported freight shipments that had either an origin or destination within their state. (Through traffic flows were presented on the total waterways system map.)

The maps are posted on http://www.ops.fhwa.dot.gov/freight/freight_analysis/faf/index.htm. For more information on the Navigation Economic Technologies (NETS) program, please visit <http://www.corpsnets.us/>.

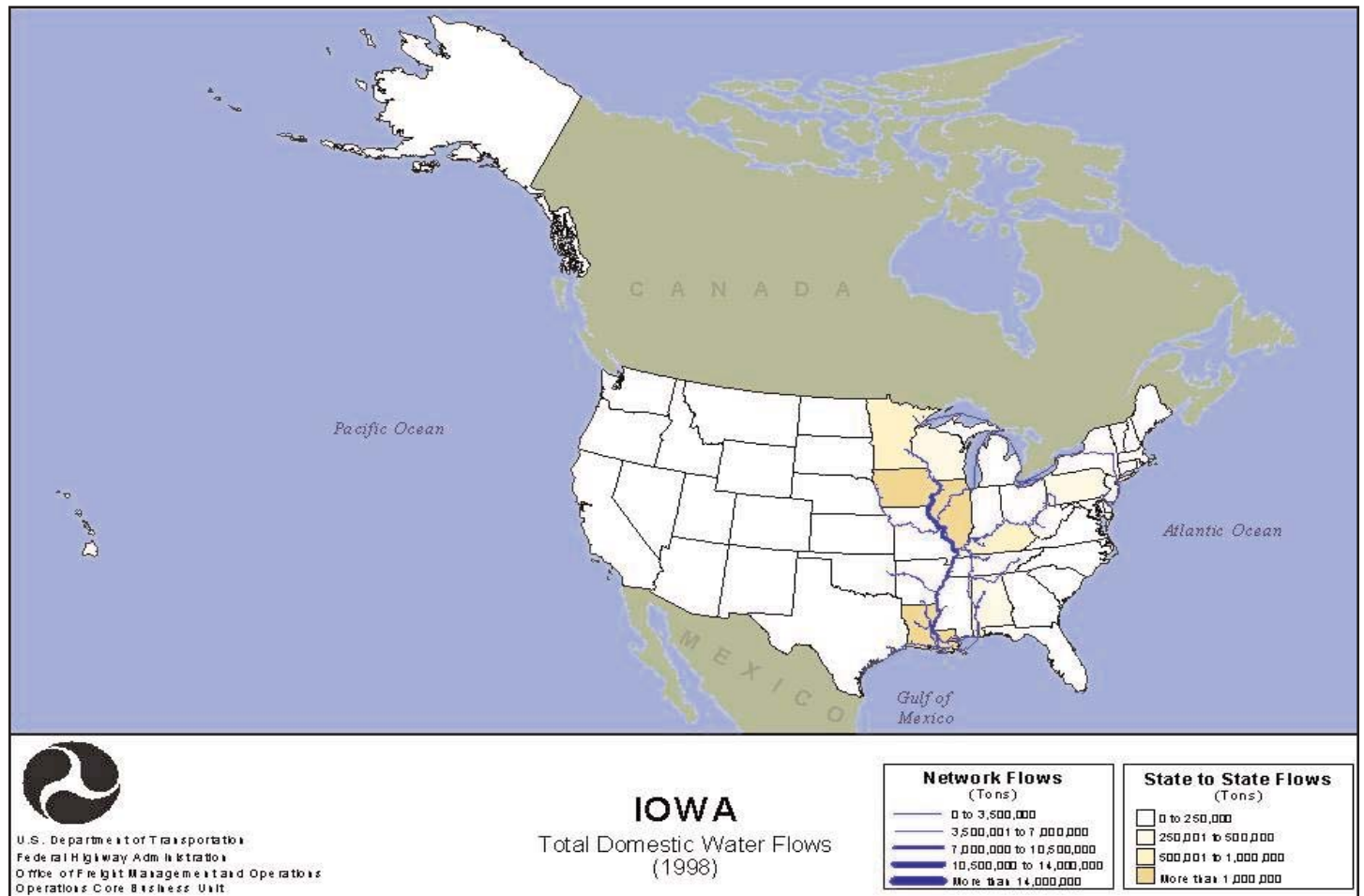


Figure 2.

CULTURAL RESOURCES

The Great Lakes and Ohio River Division Environmental Community of Practice Conducts Video Teleconference on Cultural Resources Laws and Regulations

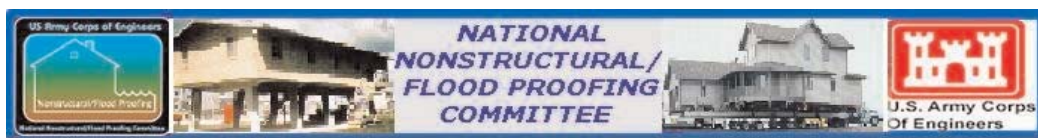
Hank Jarboe, Great Lakes and Ohio Rivers Division

On January 25, 2005, the Great Lakes and Ohio River Division (LRD) Environmental Community of Practice (ECoP) conducted a video teleconference (VTC) presentation on Cultural Resources Laws and Regulations. The VTC was hosted by the Detroit District Office. The VTC was broadcasted to the LRD District and Division Offices. There were an estimated 72 participants in attendance throughout the audience. Dr. Karen Krepps, a Cultural Resources compliance specialist in the Environmental Analysis Branch in the Planning Division of the Detroit District Office moderated the VTC. The Division office opened by presenting an overview of the ECoP topic and provided the purpose and objective of the VTC. The presentation included:

- * an overview of cultural resource terminology,
- * review of important cultural resource laws and requirements under the National Historic Preservation Act (NHPA), Section 106 of NHPA,
- * the process of identifying, evaluating and protecting cultural resources,
- * a review of key legislative requirements including consultation with Indian tribes,
- * content of cultural resource compliance documents,
- * and Corps responsibilities for cultural resource compliance in the Civil Works process.

The VTC PowerPoint presentation for this ECoP session can be accessed from the Great Lakes and Ohio River Division ECoP Knowledge Dispatch website located at <https://dispatch.lrd.usace.army.mil/cop/environmental/>. For additional information on the LRD ECoP presentation please contact Dr. Hank Jarboe at: (513) 684-6050 or by e-mail at hank.jarboe@lrdor.usace.army.mil.

NONSTRUCTURAL NEWS



One of the key aspects of implementing nonstructural measures is education in terms of what the measures are, what opportunities exist, that they can be justified, that this nation wants them used, etc. This month I will focus on two upcoming education opportunities where you can definitely see that this Nation has a strong interest in seeing more nonstructural measures implemented and that nonstructural measures are being implemented.

Association of State Flood Plain Managers Annual Conference

The Association of State Flood Plain Managers [ASFPM] will hold its annual conference June 12-17, 2005 in Madison, Wisconsin. The conference theme will be "No Adverse Impact: Partnering for Sustainable Flood Plain Management". Remember in last month's article on "Opportunities with Nonstructural Measures in Flood Damage Reduction" three of the opportunities were achieving No Adverse Impact, Partnering, and Environmental Operating Principles with a focus on sustainability. The ASFPM conference will focus on flood mitigation using nonstructural measures, using a watershed approach to flood plain management, and achieving comprehensive community goals. This conference attracts attendees from both National and International sources. Government, private entities, and academia will be present. They will share how they successfully use visionary engineering and planning to integrate flood hazard mitigation with achievement of sustainable flood plain management through more open space and emphasis on environmental sustainability not only the United States but throughout the world.

Because of the increasing attendance at this conference, this is the first year that a convention center has been selected as the conference site. With this large gathering of flood hazard management decision makers, it is an excellent opportunity not only for education but also for networking. The full conference brochure and other details are available at www.floods.org. Click on the conference logo on the home page. The Corps of Engineers is an agency sponsor of this conference.

National Flood Proofing Conference III

If you ever want to learn about flood proofing, this is the conference. The first two National Flood Proofing Conferences were held in Baton Rouge in 1999 and Tampa in 2002. This conference will be held September 12-16, 2005 in Charleston, West Virginia. The Corps of Engineers is a sponsor of this conference. The Corps of Engineers National Nonstructural/Flood Proofing Committee [NFPC] and the Corps of Engineers Huntington District are active participants. The conference site was selected because the one day field trip that is an integral part of the conference will showcase flood proofing projects that are completed or underway within Huntington District. This conference will showcase "state of the art" flood proofing. Everything concerning or related to flood proofing will be discussed at this event. This will range across such topics as flood proofing measures, flood proofing programs for funding and implementation, commercial products that are available to assist in flood proofing, benefit/cost analysis for flood proofing, NFIP implications of flood proofing, aesthetics, and more. Attendees will be from government, private entities, contractors, vendors, and building owners. Information on the conference is available at www.floods.org. Click on "Flood Proofing Conference." This conference is still accepting abstracts for concurrent sessions but you must act quickly as the date for submittal is April 15, 2005. Abstracts must be submitted electronically to the conference director at www.wallaceawilson@earthlink.net.

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PLANNING CENTERS OF EXPERTISE

National Deep Draft Navigation

Ken Claseman, Mobile District

Introduction

The U.S. Army Corps of Engineers, Director of Civil Works assigned the National Deep Draft Navigation Planning Center of Expertise to the Corps South Atlantic Division in Atlanta, Georgia on August 25, 2003. It is one of several national centers of expertise established to support the accomplishment of planning studies for deep draft navigation, inland navigation, flood damage reduction, ecosystem restoration, hurricane and storm damage reduction, and water management and reallocation. The national planning centers are part of an initiative called the Planning Excellence Program (PEP), which is designed to improve the quality and effectiveness of the Corps planning process for water resources projects. The PEP includes training and work force capability improvement, enhanced quality assurance and control efforts, process improvement and regional and national planning centers.

Mission Summary

The National Deep Draft Navigation Planning Center of Expertise (DDNPCX) supports the Corps planning program at the national level. The center supports Project Delivery Teams in the accomplishment of planning studies that are nationally significant, complex, costly and/or controversial. The purpose of the center is to develop, maintain and apply the best and most appropriate national and regional expertise and science and engineering technology to the planning of deep draft navigation projects across the Nation.



Roles and Responsibilities

The primary role of the center is to improve the quality and timeliness of Corps deep draft navigation planning studies and products. The DDNPCX is organized and operated in a manner that is consistent with other national planning centers, and thus may be adjusted based on experience and further direction. The center's structure and functions will evolve over time as experience is gained and the organization matures.

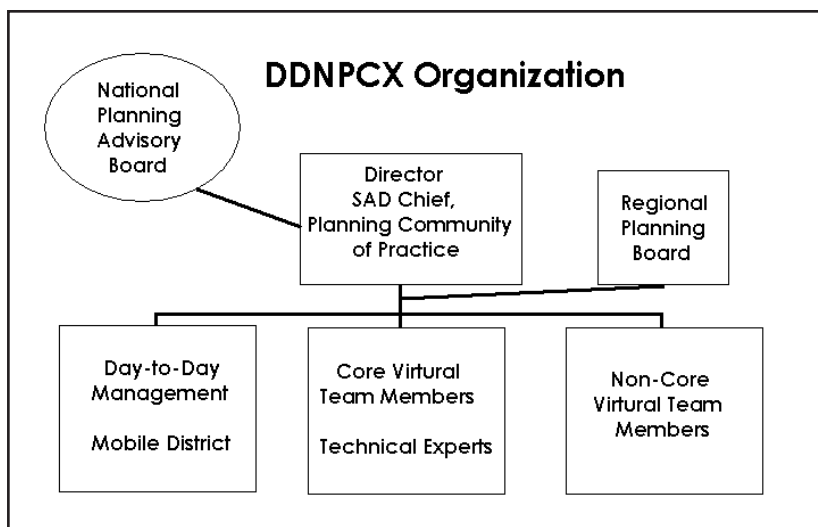
A Core planning team, which consists primarily of personnel from the South Atlantic Division (SAD) in Atlanta, Georgia, and the Corps laboratories from around the country, manages the DDNPCX. The center also includes a concentration of deep draft navigation planning expertise located at Mobile District, Mobile, Alabama. In addition, the center has a "virtual" component that includes Corps deep draft navigation experts from around the country. North Atlantic Division is identified as a key support Division for the center. The DDNPCX is established to support the Corp's deep draft navigation planning needs at both the national and international levels. Basically, the DDNPCX will facilitate the development of technically sufficient, legal, defensible deep draft navigation planning products by interacting with project delivery teams and matching-up needs with resources. The DDNPCX will improve quality and timeliness of deep draft navigation studies by providing services that supplement the needs of customers. The purpose is to develop, maintain and apply the best and most appropriate national and regional expertise, and science and engineering technology to the planning of deep draft navigation projects. The center has a wide range of roles and responsibilities.

- Provide deep draft navigation planning consulting services to Corps districts and major subordinate commands, non-Federal interests and international customers;
- Conduct key analytical components of deep draft navigation planning studies, or entire studies, as determined by higher authority;
- Provide independent technical reviews of deep draft navigation planning products as requested;
- Provide advice to HQUSACE, the Corps laboratories and other stakeholders on significant regional and nation-wide deep draft navigation planning issues;
- Play a major role in establishing research and development priorities for Corps deep draft navigation planning;
- Coordinate and have oversight of the certification, validation and peer review of planning models used in Corps deep draft navigation studies;
- Coordinate the development of and participate in training related to deep draft navigation planning;
- Develop and manage a program of 'lessons learned' through coordination with the Major Subordinate Command (MSC) planning expertise centers by sponsoring workshops, technology transfer, and web-based support;
- Supplement the HQUSACE staff in policy compliance review for deep draft navigation planning on projects as requested;
- Enhance basic planning expertise throughout the Corps by providing or creating developmental opportunities for individuals having specialized planning expertise in deep draft navigation planning.

Organization

The DDNPCX is led and managed by the SAD Headquarters. Oversight of the center operations is by the SAD Programs Director (Directorate). The head of the SAD Planning Community of Practice (CoP) will serve as the center's Director. The Mobile District, Planning and Environmental Division handles the day-to-day center operations in coordination with the Director and core members of the center. The Mobile District's Economic Analysis team leader is assigned as the Deputy Director for the center. Several planning and engineering team members at SAD with special expertise in deep draft navigation planning are assigned as core members of the center, along with one Corps research laboratory designate, representing the R&D community and interests.

Mobile District maintains a concentration of deep draft navigation planning expertise. However the majority of the center's expertise is comprised of regional technical deep draft navigation planners from the SAD Districts and other deep draft navigation planning experts from throughout the Corps Districts, Divisions and research laboratories. Eventually, the DDNPCX will include connections to academia, state and private groups with deep draft navigation planning expertise, including international expertise as well.



Current Activities

Independent Technical Review and Peer Review: The DDNPCX is currently involved in a wide range of activities. Two of the most important are provision of Independent Technical Review (ITR) services and consulting assistance. The center provides these services for deep draft navigation planning studies nationwide. The center is currently participating at some level in about a dozen deep draft navigation studies nationwide. As of this writing, draft guidance is under consideration that would place the responsibility for peer review with the centers of expertise. If you have any questions related to these types of services, or any other center activities discussed in this article, please contact Ken Claseman in Mobile District at (251) 694-3840 or by e-mail at kenneth.g.Claseman@sam.usace.army.mil.

Planning Associates Course: The DDNPCX will conduct the Deep Draft Navigation Course for the Planning Associates program in Tampa, Florida, April 4-8, 2005. A syllabus has been prepared for the course and instructors have been identified. Instructors will include Barry Holliday and Steve Cone from HQUSACE, Wilbert Paynes from SAD, Arlene Dietz from the Navigation Data Center, IWR, Ian Mathis and Shana Heisey from IWR, and Tim Shelton from ERDC, as well as Dan Abecassis and Tim Murphy from Jacksonville District. Roger Burke, Susan Rees and Ken Claseman from Mobile District will also participate in the course. The course will include a non-Federal sponsor panel, and field trips to The Port of Tampa and a beneficial use site in Tampa Bay. Russ Rangos has the lead for the Planning Associates program at HQUSACE.

Review Guide: The DDNPCX is preparing a Deep Draft Navigation Review Guide. The review guide will address major issues in preparing Deep Draft Navigation planning studies and will provide sample ITR comments and responses to show team members how others have resolved common problems. A wide variety of disciplines that will participate in the development of the review guide include Plan Formulation, Economics, Environmental, Engineering Design, H&H, Geotech, Cost Estimating, Operations, and Real Estate. The review guide will be a web-based tool, accessible to all team members that participate in the Corps planning process. Team members from Wilmington, Galveston and Mobile Districts are participating in the development of this review guide. Bruce Carlson has the lead at HQUSACE for the development of review guides.

NETS Field Review Group: The DDNPCX is identifying a field review group to provide input on the Navigation Economic Technologies (NETS) program. This group will include Corps economists from around the country who are knowledgeable in deep draft navigation. The field review group will assess the NETS work related to deep draft navigation and provide input on the future directions of the program. Keith Hofseth has the lead for NETS at IWR and Harry Kitch is the lead at HQUSACE.

National Economic Development (NED) Manual Revision: The center is also involved in revising and updating the Deep Draft Navigation NED Manual. The revised NED manual will be web based. The center's primary responsibility for the NED Manual will be to provide review services, which will be accomplished with the NETS field review group. Susan Durden at IWR has the lead for the NED manual revisions. Lillian Almodovar is the lead at HQUSACE for this work.

Model Certification Program: Draft guidance is under consideration that would place responsibility for model certification with the centers of expertise. Therefore, the DDNPCX is developing a certification program for deep draft navigation planning models. The goal of this effort is to review and certify spreadsheet models and other computer models that are used for deep draft navigation planning, and eventually to identify a suite of models that can be made available to Corps Districts nationwide. The center is currently participating in the development of an EC for the model certification program. The DDNPCX is also currently reviewing and testing a beta copy of the HarborSym computer model. Shana Heisey at IWR has the lead in developing the HarborSym model. Bernard Moseby in Mobile District has the lead for the center's model certification program.

Review of Survey Questions: The DDNPCX is leading a review of OMB approved survey questions for deep draft navigation. The Corps evaluates the OMB approved questions approximately every three years to determine if any additions, deletions or improvements are needed. Kim Otto in Mobile District is compiling comments and suggestions from the field. Bruce Carlson has the overall lead for this effort at HQUSACE and Stuart Davis is the lead researcher at IWR.

Policy Issue: In addition, the DDNPCX is assisting HQUSACE in addressing policy issues related to the estimation of economic benefits for vessel repair and construction. There are several ongoing study efforts around the Corps that are attempting to quantify economic benefits that accrue to the vessel repair and construction industry. Corps guidance currently provides only general evaluation principles for estimating these types of benefits, but does not provide detailed guidance. Lillian Almodovar at HQUSACE is developing a policy letter to address this question.

Website: The DDNPCX has a website that provides more detailed information about the center's mission, goals and oper-

Summary

The National Deep Draft Navigation Planning Center of Expertise has a wide range of assets available to assist Corps offices in the development of planning products. The center will match customer needs to the resources and expertise of the center to ensure that high quality planning studies and reports are produced in an efficient and cost-effective manner. The center is dedicated to improving Corps study processes as they relate to deep draft navigation and to development and training of Corps planners and other team members in the development and execution of the Corps civil works program.

PLANNING LEADERS' CORNER

Featured Planner: Curtis Flakes, Mobile District



Planning Ahead: *Where did you begin your career in the Corps?*

I began my career in the Mobile District in 1980. Many of the District leaders of this era helped shape my career. These leaders, both formal and informal, instilled in me the need to always ensure that projects were technically, substantive, and procedurally sound; the value of forthrightness, integrity, and other work place values, especially in dealing with partners and stakeholders; and, the worth of balancing technical competence with professional image and exposure. Over the next six years I had the privilege of working on some of the most important projects within the Mobile District.

Planning Ahead: *What was the defining moment of your career?*

In 1986 my career focus changed forever. During this time, I was selected by Colonel C. Hilton "Stretch" Dunn to head up his new initiative and vision, "Leaders in Customer Care". Colonel Dunn was light years ahead of his time and hit the District with the force of a category 5 hurricane. His initiatives ran the full gamut of District business functions and included such things as life cycle project management, emergency response, implications of cost sharing, purchasing new personal computers and laptops, and gauging employee morale, just to name a few. If it was important to the District, Colonel Dunn was sure to have an action plan and a champion to manage and lead it. I learned the value of taking care of the workforce, breaking the old models of conducting business, and improving and enhancing the products and services we deliver to our customers. (Incidentally, "customer" a term we use with such ease today, was roundly rejected by the old guard in the District as inappropriate and nonexistent in the Federal government). In Colonel Dunn, I observed proactive and caring leadership at its best. But more importantly, his tutelage prepared me to manage and lead (and struggle with) change, a skill that is of utmost value in our planning community today.

Planning Ahead: *After this experience what did you do?*

I bought into the "customer care" and "change" leadership vision lock stock and barrel, and sought and accepted platforms to achieve the vision. I worked as Special Programs Coordinator, Coastal Environment Section Chief, Environment and Resources Branch Chief, Planning and Environmental Division Assistant Chief. Concurrently, I served the District and the Corps in a variety of "extra curricular" roles such as Black Employment Program Manager, Chief of Engineers Lead Team, CP 18 Planning Board, South Atlantic Division Regional Management Board and many others too numerous to list here. This plethora of positions and breadth of experience also prepared me to ultimately compete, be selected, and perform successfully as Chief of the Planning and Environmental Division. This is also an example of how employees with personal and other constraints to mobility can be mobile within his/her own District, by taking risks and giving up the comforts of one's present job and organization and seeking new assignments in other organizations inside and outside the Corps.

Planning Ahead: *Could you tell us more about leading change?*

Sure! We have a lot to be proud of in our planning community but there are areas that we must lead change. We must find ways to expedite study time and reduce cost without sacrificing quality. We are taking bold steps in Mobile to address these needs. When I became Planning Chief, we had several studies where the non-Federal sponsors would not sign the Feasibility Cost Sharing Agreement primarily because of high cost. We value engineered the Project Management Plans and significantly reduced the cost to a level where the sponsors were comfortable and signed the agreements. Reduced study time in the proposed study schedule proved to be an important by-product of the value engineering studies. We identified tasks that could be accomplished simultaneously or concurrently, overlapped, or initiated earlier than normal in the

study phase, thus, expediting the schedule. Sponsors participate in the value engineering process and this heightened their knowledge, confidence, and ownership in the study and study process. Our intent is to value engineer the various phases of all our studies to achieve cost and time saving goals. We were still not satisfied with the time it was taking to complete studies, so we tried a "Tiger Team" approach on Walton County Hurricane Storm Damage Reduction 905(b)(1) Report. The PDT team consisting of District members, study sponsors, and environmental agencies replete with the wonders of information technology convened at an offsite location. The PDT completed the draft of that report in 2 days, returned to the district, and finalized the report over the next 3 days. We are now completing the feasibility study phase under an expedited plan that involves overlapping phases and expedited simultaneous reviews by the DST and RIT. We used this approach on a Continuing Authorities Program (CAP) study and completed it in forty-five days. We plan to implement the "Tiger Team" approach in our North Georgia- Atlanta Metropolitan area as a first step in possible district-wide implementation. We are making progress but still have work to do in expediting studies.

Planning Ahead: *What do you see as opportunities for the Corps to assist in addressing water resource needs in the southeast and what are you doing?*

The southeast like most of the country has a keen interest in restoring habitat and seeking solutions to water resource issues on a watershed basis. We have established a Planner/PM Forward position in the North Georgia-Atlanta Metropolitan area to locate a planner closer to the work and assist locals in identifying and defining solutions to their water resource problems. This approach has proven successful in that we now have six General Investigations studies and a backlog of over 30 CAP studies in the area, primarily Section 206 aquatic habitat restoration.

Planning Ahead: *What is your advice to young Corps Employees?*

Arm yourself with a degree or degrees. These are your tickets to the dance. My Bachelor and Masters degrees in Zoology and Biology from Alabama A&M University and Florida Institute of Technology respectively, certainly have been my ticket. Work hard to achieve technical excellence. This will open other doors of opportunity. Find your niche in the organization and then work to fill organizational voids and needs. This will increase your value to the organization. Refine your professional image and seek positive exposure. As Harvey Coleman states in his book Empowering Yourself, "It is necessary for an individual to demonstrate the capability of functioning at a higher job level" but one "... must act and look the part before getting the part." Adopt an attitude of continuous learning. The "ability to learn" in this dynamic society and workplace will serve you well throughout your career. Essayons!

PLANNING ASSOCIATES UPDATE

DC Has Survived



PA's at Headquarters.

In our last report, the Planning Associates (PA's) were due to arrive in the DC area on February 28 for three weeks. The PA's are now back at their home offices after their DC Experience and getting ready for their next module. Cathy Shuman, of the Los Angeles District, is this month's PA storyteller about the DC Experience.

"The Washington D.C. experience for the Planning Associates Class of 2005 literally started off on a roll with a bus tour of D.C. During the tour, Corps Historian Bill Baldwin provided a narrated history of the Corps role in the development of our nation's capitol. Some of the more notable and recognizable sights built by the Corps included the Washington Monument, Pentagon, Korean War Memorial, Washington Aqueduct, and the C&O Canal."

"For our visit to Headquarters at the GAO Building, the PA's met with CoP leaders who shared what their roles and missions are for 2012, followed by question and answer sessions with LTG Strock and MG Riley. While at GAO, the PA's met with Doug Lamont and his staff at ASA (CW) for an informative discussion of their role as liaison for the Corps and OMB. During this busy day, the PAs also had the opportunity to meet with their District RIT members and get a first-hand account of the many duties assigned to each RIT."

"The following day, the PAs visited OMB for a discussion with OMB staff whose responsibility is to review Corps projects for authorization and inclusion in the annual Federal budget. That evening the PAs were invited to attend a reception sponsored by the National Waterways Conference, and had several photo opportunities with LTG Strock and ASA (CW) John Paul Woodley, Jr., Fred Caver, Rob Vining, and many other senior Corps staff who were in attendance."



PA's with John Woodley ASA (CW) at the National Waterways Conference reception

"Capitol Hill day was busy and exciting! After meeting with House Committee and Personal staff and attending one of the Congressional hearings scheduled in the morning, the PA's had an afternoon meeting with Senate Committee and Personal staff, followed by a tour of the Capitol building where the PA's were fortunate to reach the Senate gallery in time to view Senate members voting. The next assignment for the day was to meet with our various Representatives and Senators, and report back with "scavenger hunt" items. Needless to say, this was great fun and made for some very funny stories that were shared the next day."

"Shadow Day paired the PAs with senior Corps staff, ASA (CW) staff, and staff from a government relations firm, and Capitol Hill for a glimpse into "a day in the life" of our senior leaders. We paired up in the morning and most of the PAs accompanied their senior leader to the pre-brief for the Transportation and Infrastructure Sub-Committee on Water Resources and the Environment hearing, and were present at the hearing while LTG Strock and Mr. Woodley testified on the Corps proposed FY 06 budget. What a great experience."

"While on the shadowing assignment, the PAs were encouraged to engage their assigned senior leader in discussions on issues that have an impact on the Corps and how we do business. The following were the assigned senior leaders for the PAs:"

Senior Leader

MG Riley
Fred Caver
COL Tim White
Kristine Allaman
Don Basham
Bill Dawson
Rob Vining
Mike White
Doug Lamont
Claudia Tornblom
Let Mon Lee
Bob Dawson

PA

Craig Evans
Bob Heinly
Amy Frantz
Mitch Laird
Pat Fitzgerald
Steve Yamamoto
Steve Kopecky
Jodi Staebell
Cathy Shuman
Jenny Owens
Valerie Hansen
Boni Bigornia



PA's at Washington's Metro

"The Washington Experience provided an enormous amount of information in a short time for our PA class, and we loved every minute of it. It's great to have a Washington D.C. perspective of the Corps-especially the perspective of how other agencies view the Corps. If this article were to document all our D.C. adventures it would probably be the length of the entire Planning Ahead newsletter, so just a few of the many highlights of our visit are described here. A huge thank you from the PA Class of 2005 to all who participated in putting this course together, and the Corps leaders who took the time to share with us their lessons learned, career advice, and great Corps stories."

PHOTOS FROM THE PLANNING ASSOCIATES' "WASHINGTON EXPERIENCE", MARCH 2005

1. Planning Associates at Headquarters (GAO Building) for Meet and Greet HQ and ASA (CW) Day. Also in photo are Harry Kitch and Russ Rangos.
2. Bill Dawson, Chief, Planning and Policy Branch at HQ, addressing the PAs at HQ.
3. The PAs at the Institute for Water Resources (IWR). Bob Pietrowsky, Director, in background.
4. Dave Conrad, National Wildlife Federation, talks to the PAs on Interest Groups Day.
5. Jan Rasgus, Senior Policy Advisor at HQ, talks to the PAs about authorization and takes them to various sites on "The Hill."
6. Ken Orth, IWR, presents his "Who's Who" presentation.
7. The PAs at the Iwo Jima Memorial, one of the stops on the DC bus tour.
8. Walter Oleszek, Professional Staff Aide and Consultant from the Library of Congress, contractor from TheCapitalNet.com, talks to the PAs about the on-goings of Congress.
9. Keith Fulton (center) of Fulton Communications, talks to the PAs about Risk Communication.
10. John Anderson, Professional Staff Member, Water Resources and Environment Subcommittee, Committee on Transportation and Infrastructure, U.S. House of Representatives talks to the PAs.
11. Donna Ayres, IWR, talks to the PAs about Strategic Planning.
12. General Heiberg and Bob Dawson, of Dawson Associates, talks to the PAs about Government Relations activities.
13. The PAs working in groups in Risk Communication session.
14. Chuck Cushman, Associate Professor and Director, George Washington University, talks to the PAs about the Executive level in DC. He also comes to us from TheCapital.Net.



Where Are They Now and What Are They Doing

Brad Thompson of the Rock Island District, graduate of 2003, is our featured Planning Associate for this section.

"Shortly after the completion of my PA year, I was selected as a team leader in our Planning and Policy Branch within Project Management Division, a lateral from my former Project Manager role. In this role, I manage projects and oversee planning staff working on Ecosystem Restoration and Watershed Projects including the Illinois River Basin Restoration project."

"As a result of the PA program and time with Office of Management and Budget, ASA(CW), and HQUSACE staff and staff from the MSCs and other Districts around the country, I have a better perspective on planning issues and what reviewers are looking for. This is a tremendous resource as I work with the other planners on my team to resolve technical and policy issues. I am also currently working on an Alternative Formulation Briefing, with HQUSACE staff for a large watershed based ecosystem restoration study. While we did not avoid having some issues to resolve, I feel very prepared and ready to resolve them."



MG Griffin shadowed by Brad Thompson

"One of the responsibilities of former PAs is to contribute to the teaching of planning classes. When my supervisor was on extended leave last year, I stepped in to serve as the course owner/facilitator for the PA Inland Navigation Course that Rock Island District hosted on behalf of the Mississippi Valley Division. This year I am serving as the course owner for the PA Ecosystem Restoration Course, which MVD will be hosting in Rock Island."

"It has been very rewarding to experience both the benefits of being a PA and to turn around and get directly involved in the planning and delivery of the new courses. There is a high level of commitment by HQUSACE and the course owners to make these courses of the highest caliber. I believe the Corps has made an excellent decision in re-instituting the Planning Associates program, and I highly encourage interested individuals to find out more and consider applying for the program."

PLANNING WEBS AHEAD

"To Post or Not to Post..."

To post or not to post is an important post 9/11 question. How much information should the Corp's planning community provide on the web? One viewpoint favors "fishbowl planning" believing that the taxpayer is entitled to the information the government generates. Another viewpoint is that only information expressly allowed by regulation should be posted. Corp organization's policies may vary widely, some having no constraints except an individual's judgment. In a recent phone call, Mr. Tim Byrnes, Buffalo District, said: "Planning Reports and documents should be posted along with an executive summary and a project synopsis. And it would also be helpful if the study managers could post some issues that stakeholders had and how the issues were resolved, as that might be helpful to others." Feasibility studies are posted, and the web has been successfully used for expediting review of draft feasibility reports. It is also possible to post planning pages that are only accessible to Corps employees. For example, the South Pacific Region's planning web pages have their policy guidance memorandums posted. PGMs are good references for identifying emerging policy issues and for examples of how those issues were resolved. PGMs are an example of what might not be appropriate for complete public access. The San Francisco District's Ms. Cindy Vangilder added: "Well I would [like to] see as much planning information that is in the public domain posted as possible. Some stuff just can't go out until it is approved for release, but the project specifics should be posted like who are the sponsors, and what does the plan consist of, so anything that is legal is good." There is probably no definitive answer to identifying all the appropriate information for web posting. The web is a valuable planning tool enabling planners to more effectively accomplish their planning studies.

Related Links:

LCA Ecosystem Restoration Study

http://www.lca.gov/final/main_report1.aspx

Walla Walla District's Lower Snake River Feasibility Study
<http://www.nww.usace.army.mil/lsr/>

Links to the multi district Upper Mississippi River Navigation Study
<http://www2.mvr.usace.army.mil/umr-iwwsns/>

IWR's Planners Web Lists Some Corps Projects on the web:
<http://www.iwr.usace.army.mil/iwr/plannersweb/>

SPD's Guidance Memorandums (COE Access Only):
http://corpsinfo.usace.army.mil/spd/cwpm/coe_only/planning/projects.htm

More Web stuff:

Did you know that 21 - 25 March was Flood Safety Awareness Week? <http://www.floodsafety.noaa.gov/>

The wild west is on the web, and here are some sites to find out what it was like. Museum of the American West: www.autrymuseum.org and www.autrynationalcenter.org. The Southwest Museum of the American Indian: www.southwestmuseum.org

1-900-PLANNER

I'm very pleased to introduce our first full column of 1-900-PLANNER. The column is sponsored by the Headquarters' members of the Planning Community of Practice. Everyone is invited to submit planning-related questions of general interest to me, Monica Franklin at monica.franklin@usace.army.mil, and I'll send them along to our ace team of experts for thoughtful responses. It looks like we're off to a good start, so thanks, and keep those questions coming.

Dear Planner: *Do you think the new RIT will improve the time that projects are at HQ for approvals and what can the field do to assist and improve the review process?*
"Curious in Charleston"

Dear "Curious":

Over time there should definitely be some time savings in having the Regional Integration Teams (RITs) manage the reviews of actions. There will be advantages to having a group of reviewers who are familiar with the program for a specific division, as well as having developed real working relationships with district and division staffs. However, in the short run there is a significant learning curve as staff at all levels develop new skills and learn new processes. It is also important to remember that not all of the reviewers for an individual action will be RIT team members. The Headquarters' Office of Water Project Review (OWPR) will still be involved in report reviews, especially feasibility studies. The purpose of the OWPR is to assure that there will be a consistent application of policy across the divisions.

District's can help expedite the review process by assuring that the review package submitted to the division and Headquarters for review is complete, to include the documentation of the resolution of all technical review issues, and the signed legal certification of the report.

Dear Planner: *What is the reason for not including loss of life as an NED benefit?*
"Asking in Anchorage"

Dear "Asking":

There are several reasons for not including loss of life in the National Economic Development (NED) analysis, ranging from the theoretical to the practical. To begin with, all benefits in the NED analysis need to be expressed in monetary terms in order to be adequately computed and compared to other benefits and costs. Currently, there is no broadly acceptable methodology for placing a dollar-value on the loss of life benefit used in Government analyses. We would not want to place a value on the life lost, but rather on the willingness to pay for preventing the loss of a statistical life. Many Government analyses that include some valuation for prevention of the loss of life use actuarial tables, or a subjective estimate of the contribution of an individual to society. In other cases, the actual value associated with the prevention of the loss of a life

can be imputed from the cost of the measure divided by the number of lives that the remedy is expected to save. However, in most of these cases, the analysis never directly values the lives saved as a decision tool to determine the validity of the proposed remedy. The Principles and Guidelines list the prevention of loss of life as an "Other Social Effects" (OSE) benefit that can be evaluated qualitatively and quantitatively, but not monetarily.

As a practical matter, calculating, with any level of certainty, the actual loss of life that might be prevented by a project, and then projecting that for a hypothetical array of events over the period of analysis, is a questionable undertaking. There is significant debate in the research community (internationally, as well as domestically, in both the Government and the industrial arenas) tackling this issue. This is a messy issue that broaches moral and social values and not just analytical concerns and considerations. For now, the Corps will continue to capture the value of our projects in preventing loss of life through non-monetary analyses.

Dear Planner: What is the status of and future for the Ability to Pay regulation/guidance/criteria for non-flood control projects (i.e ecosystem restoration - passed into law way back in WRDA 2000)? I have several sponsors here in rural Colorado and Utah who I know are truly "poor" (some of the lowest per capita incomes in the country) and they are constantly asking me when this will be approved by the ASA.
"Waiting"

Dear "Waiting":

Headquarters is working on guidance and has been for a while! The Assistant Secretary of the Army (Civil Works) has approved a set of proposed guidelines to implement the new ability to pay rules and they have recommended the guidelines go on to the Office of Management and Budget (OMB). The next step is to get OMB approval. Headquarters briefed OMB in December 2004. OMB did not object to our proposal but asked that we evaluate the financial impacts of the proposed guidelines. We are currently working with the Institute for Water Resources to do this. Once we have this data we will go back to OMB. Assuming OMB approves the guidelines, they then have to go into the Federal Register for public review before they can be finalized. Optimistically, it is at least a year and a half before the procedures would be available, but chances are it will be longer.

In addition, we will also need your help to accomplish the analysis requested by OMB. Shortly, IWR will be sending a data request out through the Programs Office to collect needed information. Please be prepared to help identify this information. Remember the sooner we have the info, the sooner we can get the analysis to OMB.

COE MASTERS DEGREE PROGRAM

The Water Resources Planning Master's Program - My Final Installment

Pat Mutschler, Headquarters

Back in the fall of 2002 I began the Corps' Planning Master's Program at Johns Hopkins University. Finally, after one full-time semester and six additional terms, I am ready to graduate! I completed the last of the course work this past fall term, with a class in Water Resource Management. The class was co-taught by Dr. Hal Cardwell of the Corps' Institute for Water Resources, and Dr. Bob Summers of the Maryland Department of the Environment. The class was great and the professors invited several guest lecturers who addressed some of the real-world issues faced by water resource managers. For one class we broke into four groups representing Turkey, Iraq, Syria and the Arab League, and role-played the negotiations among the groups that will determine the future of the Euphrates River and the water allocations for the region. The assignment was enlightening and fun. In addition, each student was required to prepare a 20-page paper and a 20-minute presentation on any topic of our choosing related to water resource management. The topics covered were amazingly diverse - the status of the Marsh Arabs in Iraq, the role of in-stream flow modeling in water management, the current conditions of a local watershed, and the water supply dilemma for the Atlanta region, just to name a few.

Now that I have completed the program, I wanted to share some of the lessons I learned and the highlights from the experience. I took a total of ten classes to complete the program. The classes included Economics, Ecology, Water Resource Development, Environmental Thought, Engineering for Health Crises, Environmental Project Management, Environmental Compliance, Environmental Law, Hydrology, and Water Resource Management. The courses were in both

the part-time and full-time programs. Some of them were offered in traditional classroom settings, while others were offered on-line. Having completed the program, there are still several classes that I would have loved to be able to have fit into my program. For example, JHU offers a class in Public Utility Economics that would be a useful class for the water supply work I do now. There is a new class specifically offered to address Water Resource Planning. Two of the current Corps students are taking this class this term and the feedback is very positive.

The Corps' Program Managers for the Masters Program are working diligently to try and get completely on-line programs made available to accommodate the staff who would like to get the Master's degree, but cannot put their lives on hold for a full semester. There are many benefits to this approach, to be sure. However, there are also many benefits to the full-time semester experience. Being immersed in the academic setting forced me to change how I looked at water resource issues. It allowed me to put aside the day-to-day practicalities and focus on the theory that underlies and validates our planning processes. The full-time semester also provided the opportunity to meet and network with other water resource planners and managers from many diverse backgrounds. I made connections that I have already tapped into to sort out tough issues and to get sound advice. The relationships I developed with various professors, professionals, and students will serve me well. My experience with the full-time semester included four classes. For students considering entering the program, I would recommend five classes. I spent about 30 hours a week at the University, in addition to the 20 or so I spent at home doing research and reading. Three of the four classes I took were designed for full-time students where the other students were mostly 20-somethings. One class was an evening class offered through the Part-Time Engineering Program. The students in that class were all working professionals. My favorite aspect of the full-time experience was the intense learning. There was so much information to process and so many varied people to discuss ideas with - so much energy - that I could not have absorbed it all without the freedom to focus exclusively on my studies.

About half of the remaining classes in my program were taken on-line. The Part-Time Engineering Program uses Web Connect as their platform and it is a stable, reliable and flexible way of presenting material. I took one class through the Hopkins School of Arts and Sciences, rather than the Engineering School. That A&S class was offered using e-College, which I found to be a much more restrictive platform for on-line work. Overall, the on-line classes were very demanding - perhaps more demanding than the traditional classes. The interaction among the students was essential to the learning experience, as was staying current with all of the readings and assignments. In the on-line world, the quality of the professor is more intimately related to the quality of the class. I was lucky to have great teachers who were responsive and committed to making the classes work. I personally believe that the on-line environment works very well for the softer sciences and discussion based classes. It is much more difficult to adequately teach (or learn!) math and hard science using this platform. The classes usually had small groups of seven or eight students who worked through problem sets or scenarios as a group using postings and chat sessions. All of the classes I took had specific hours when the professor would be on-line if anyone needed "office hours". To me the two best aspects of the on-line courses were that the scheduling of the course work was more flexible than "sticks and bricks" classes; and that I was able to go back to work and begin applying what I was learning before I had finished the program (That was an advantage for my boss, as well!).

Overall there has been a great value to me for having completed the program. It has broadened my technical knowledge base in areas beyond Economics (my undergraduate degree). It has provided me with a framework for analyzing and solving complex planning problems that I encounter. It has broadened my perspective on finding the "right" answer and opened my mind to more creative solutions. But perhaps most importantly, the entire experience has reignited my passion for doing what we do. It has affirmed that there is value in good solid planning. What we, as planners, do for the Corps, and what the Corps, in turn, does for the Nation, is assure that the limited resources at our disposal will be well spent and preserved to serve the needs of the Nation for generations to come.

I strongly encourage planners to consider investing the time and energy in going for the Master's Program at one of the many schools that now participate with the Corps. I also strongly encourage the planners' supervisors to support their staffs' journey toward obtaining the degree. You will both gain from the experience. I am more than willing to discuss the program at Hopkins, if you have any questions. Please give me a call or send me an e-mail.

PLANNING CoP CALENDAR

Planning Advisory Board Conference call.....	second and fourth Fridays every month.
Planning Ahead submission deadline.....	third Thursday every month
2004 Planning Award winners selected.....	April 2005
Planning Centers of Expertise Leaders' Meeting.....	Spring 2005
Request for 2006 Planning Associate nominations.....	June 2005

If you would like to post an item to the monthly calendar, please contact Monica Franklin at Monica.A.Franklin@usace.army.mil.

WANT TO CONTRIBUTE TO *PLANNING AHEAD*?

This newsletter is designed to improve the communication among all the planners and those we work with throughout the Corps. We hope that future editions will have mostly information and perspective from those of you on the front lines in the districts. We hope that these notes become a forum for you to share your experiences to help all of us learn from each other. We can't afford to reinvent the wheel in each office. We welcome your thoughts, questions, success stories, and bitter lessons so that we can share them on these pages. The articles should be short (2-3 paragraphs) except in some cases where you just have to say more, and should be a MS Word document. We highly encourage that you send pictures to accompany your article.

The deadline for material for the next issue is 21 April 2005.

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(Editor's Note: In the email address, the character following the @ sign is a lowercase "l". This is also true for the single line of text. The character immediately following "subscribe" is also a lowercase "l". If these are not typed correctly, you will receive an error message.)

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To read past issues of Planning Ahead, visit:
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